The BCPCC Service Plan Framework

Plan Development

A Service Plan

January 2003

MESSAGE FROM THE CHAIR

It is my pleasure to provide a first report since my appointment as Commission Chair in December 2002.

The Provincial Capital Commission has recently seen a major change in the makeup of its membership. The Lieutenant Governor in Council appointed 8 new members in December 2002, including 6 from outside the Capital Improvement District. In November 2002, the Municipalities of Victoria, Saanich, Esquimalt and Oak Bay appointed a total of three new and three former members. Together, the 14 Commission members are responsible for providing leadership, direction and oversight of the Provincial Capital Commission on behalf of all the people of British Columbia.

The Commission's accountability rests directly with the Legislative Assembly and the Government of British Columbia. Government is currently communicating a new "vision" for the Provincial Capital Commission, and the members of the Commission are now in the very early stages of taking on the challenge of clearly understanding and articulating the new vision and determining how the vision will be achieved.

The members of the Commission have approved a high-level framework designed to guide and implement the detailed planning required to achieve a new vision. We are approaching our job with open minds; we will embrace change with a view to bringing pride to all British Columbians in their Capital.

Bill Wellburn, CA
Commission Chair

INTRODUCTION

At the new Commission's inaugural meeting in January, the Premier and the Minister Responsible attended and talked about the Government's vision for the Provincial Capital Commission (PCC).

The PCC has 11 brand new appointees making up the 14 member Commission. In bringing the new Commissioners to a current state of knowledge, representatives of the Crown Agencies Secretariat, the Office of the Premier, and Commission management have provided an orientation on governance responsibilities and expectations, the Commission's statutory authorities and responsibilities, and a detailed briefing of current PCC operations and issues.

The new Commissioners are now prepared to begin a multi-year task of evolving the PCC from a regional to a provincially focused agency. The framework for developing a new Service Plan and the high-level objectives of the next three years are outlined in this document.

TRANSITION FRAMEWORK

Transition is beginning with an in-depth planning process that will ultimately determine the PCC's strategic objectives. In turn, the new strategic objectives will drive detailed annual planning and serve to align the PCC with its new vision. Planning is an inclusive process and will draw upon the expertise of all Commission members and management. It will consider the needs and expectations of stakeholders and the capacity of the PCC. It will take into account the Commission's economic, social and environmental impacts that its activities bring to bear in the Capital Improvement District (CID) and throughout the Province. The Commission's plans will be translated into measurable objectives to allow stakeholders to determine whether or not goals are achieved.

The PCC's transition involves three distinct stages:

Step One
Planning

The Provincial Capital Commission's mandate comes from the *Capital Commission Act (RSBC 1996) Chapter 43*. The Commission has identified the following areas that require study, review, discussion and agreement:

- Review of legislation & mandate
- Articulate shareholder's vision
- Determine and consult with stakeholders
- Determine new strategic partners
- Determine guiding principles and values
- Determine Mission
- Review policy framework
- Review governance framework
- Address funding (continued self-sustaining vs. Government funded vs. financial return to Government)
- Establish strategic objectives

Step Two
Shareholder's Validation of Major Planning Outputs

The Commission is accountable to the people of British Columbia through the Legislative Assembly and Government. At one or two critical points in the planning process it is necessary to validate that the proposed direction of the Commission is consistent with the expectations of the shareholder. Depending upon the outcome of the planning process, changes may be required to the governing statute. If so, the Commission will make recommendations to the Minister Responsible.

TRANSITION FRAMEWORK

Step Three
Alignment of Operations with Vision, Mission and Values

When this first phase of long-term planning is complete in mid to late fiscal 2003/2004, the Commission will proceed to develop a detailed Annual Operating Plan for 2004/2005. Over the next three years, beginning in 2004/2005, Annual Operating Plans will set the course to implement the change required to achieve the new vision of the PCC. Change may affect any of the following:

- Real estate holdings and activities (manage, transfer, divest, hold, develop)
- CID enhancement activities (coordination/approval role, beautification)
- Special projects (Crystal Garden, St Ann's Academy)
- Province-wide engagement activities (partnerships, outreach)

SERVICE PLAN OBJECTIVES

The minimum annual objectives that will be achieved by the PCC over the next three fiscal years are as follows:

Year 1 (2003/2004) Objectives

1. Complete, approve and adopt by the Commission:
   i) Vision, Mission and Values of the PCC
   ii) Governance framework for the PCC
   iii) Commission policies
   iv) Strategic objectives
2. Shareholder validation of major planning outputs
3. Recommendations to the Minister for revisions to the Capital Commission Act
4. Review staffing requirements
5. Undertake a study of strategies that would engage all British Columbians in developing "pride in our Capital"
6. Compile detailed Annual Operating Plan for 2004/2005

Year 2 (2004/2005) Objectives

1. Determine action plan for each Commission property
2. Commence implementation of Commission property action plans
3. Commence implementation of "pride in our Capital" strategies
4. Review and align the role of PCC in CID enhancement activities
5. Compile detailed Annual Operating Plan for 2005/2006

Year 3 (2005/2006) Objectives

1. Complete implementation of Commission property action plans
2. Continue implementation of "pride in our Capital" strategies
3. Compile detailed Annual Operating Plan for 2006/2007

SUMMARY FINANCIAL OUTLOOK

($m)	2002/03 (latest forecast)	2003/04 (budget)	2004/05 (forecast)	2005/06 (forecast)
Total Revenue	3.33	3.67	3.8	3.93
Total Expenses	2.67	3.53	3.59	3.64
Capital Expenditures	0.7	0.2	0.19	0.21
Net Profit (loss)	-0.06	-0.06	0.02	0.08
Allocation to/ from Reserves	0.06	0.06	-0.02	-0.08
Net Results	0	0	0	0

Budget and forecasts represent status quo.